

TANGIBLE RESULT #1

Provide Exceptional Customer Service



Every MDOT employee is responsible for delivering exceptional customer service by providing customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Sean Adgerson

Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:

To track MDOT's progress towards its mission of providing exceptional customer service.

FREQUENCY:

Annually (in April)

DATA COLLECTION METHODOLOGY:

Data is collected through a standardized survey of randomly selected Marylanders.

NATIONAL BENCHMARK:

American Customer Service Index.

PERFORMANCE MEASURE 1.1

Percent of Overall Customer Satisfaction

Marylanders expect MDOT to deliver exceptional services and products. Measuring the percent of overall customer satisfaction is the best way to determine how the Department is doing in the delivery of exceptional customer service. It also identifies areas of strength and areas of opportunities or weaknesses to address.

For calendar year 2016, MDOT's overall customer satisfaction rating was 76% based on the survey conducted by MDOT, which is down 3.4 points from 2015. Compared to the American Customer Satisfaction Index (ACSI), the results are 11.5 points below the highest ranked companies of Chick-fil-a and Lincoln.

MDOT has been working with the University of Baltimore to develop a standardized annual survey of Marylanders that will be used as the sole record for determining overall customer satisfaction rating. This survey will also provide information on the friendliness and professionalism of employees, the accuracy and thoroughness of the work, the upkeep of facilities, and the timeliness of the services provided.

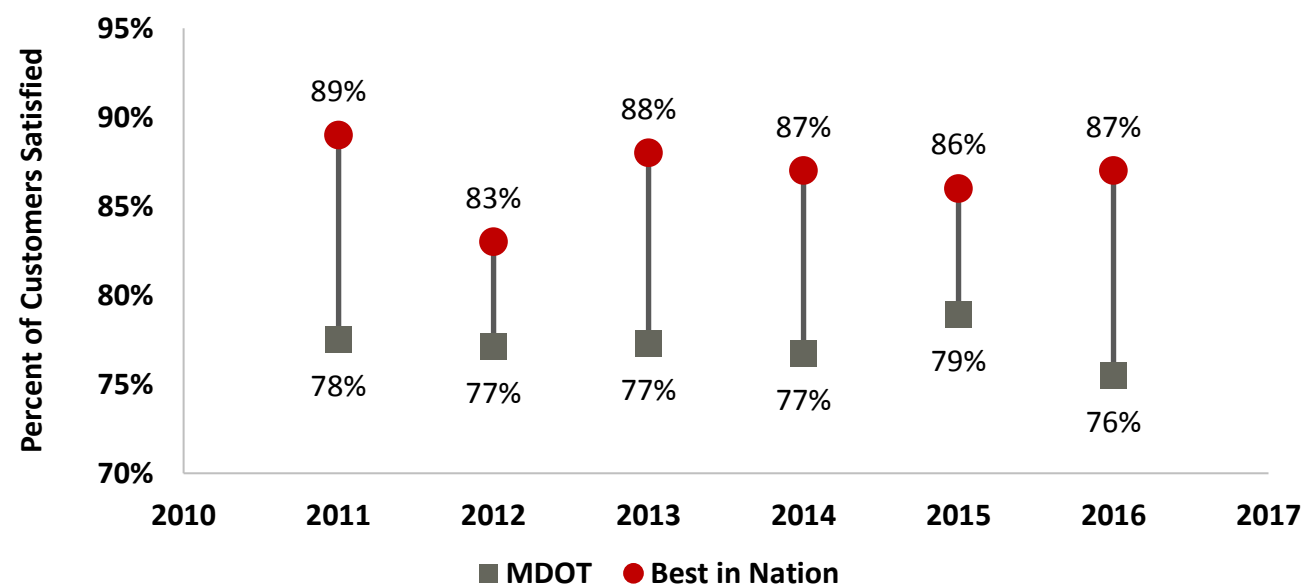
In addition to the standardization of the survey results, the business units have been actively implementing programs and service enhancements that have a direct influence on the quality of the services and products offered. Some of those changes include:

- Mandatory customer service training for all employees at TBUs and the development of customer service plans, aligned with the Governor's statewide customer service initiatives.
- Implementation of several different customer enhancements including kiosks, handheld electronic devices, new systems, and facilities improvements to increase efficiency and convenience for customers to conduct transactions with MDOT.

PERFORMANCE MEASURE 1.1

Percent of Overall Customer Satisfaction

Chart 1.1.1: Percent of Overall MDOT Customer Satisfaction vs. Best in Nation 2011-2016



TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Patrick Corcoran

Maryland Aviation Administration (MAA)

PURPOSE OF MEASURE:

To track responsiveness to customer inquiries.

FREQUENCY:

Quarterly (Data is Monthly)

DATA COLLECTION METHODOLOGY:

MDOT IQ system.

NATIONAL BENCHMARK:

10 days (MDOT established benchmark).

PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Timely response to customer correspondence communicates the importance MDOT places on addressing their needs and demonstrates the organization's commitment to exceptional customer service. In addition, inquiries, service requests, ideas and concerns conveyed in customer correspondence often identify opportunities to improve the overall customer experience and satisfaction with MDOT.

As shown in Chart 1.2A.1, for the period of October 1-December 31, 2016, the average number of days for MDOT response to customer correspondence assigned by the Governor's Office was 28 days. This represents a significant improvement over the first quarter of 2016 when the average number of days for response was 120 days. Each TBU has shown significant improvement from the first quarter to fourth quarter of 2016 as illustrated in Chart 1.2A.2.

MDOT has made significant improvement in responsiveness to customer correspondence. Improvements have been achieved through establishing clear guidelines and processes for correspondence management standard across TBUs and providing training and technical assistance to correspondence managers and other accountable staff. In addition, a working team has been established to review internal processes at TBUs for managing all customer contact, identify efficiencies and best practices and define uniform standards for all mediums of customer contact (letters, email, phone, etc.) regardless of origin.

PERFORMANCE MEASURE 1.2A

Responsiveness to MDOT Customer Correspondence: Average Number of Days for Correspondence in the MDOT IQ System

Chart 1.2A.1: MDOT-Wide Average Number of Days to Respond to Correspondence in MDOT IQ System 2016

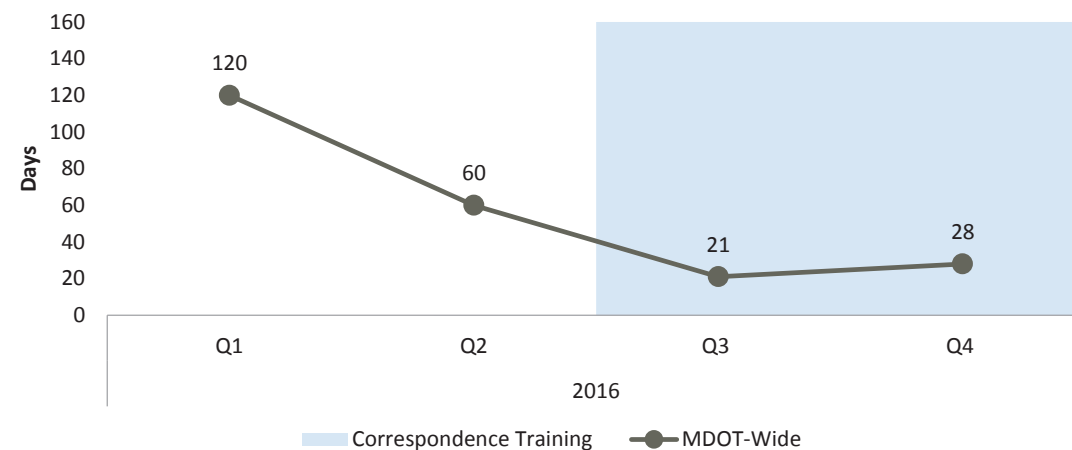
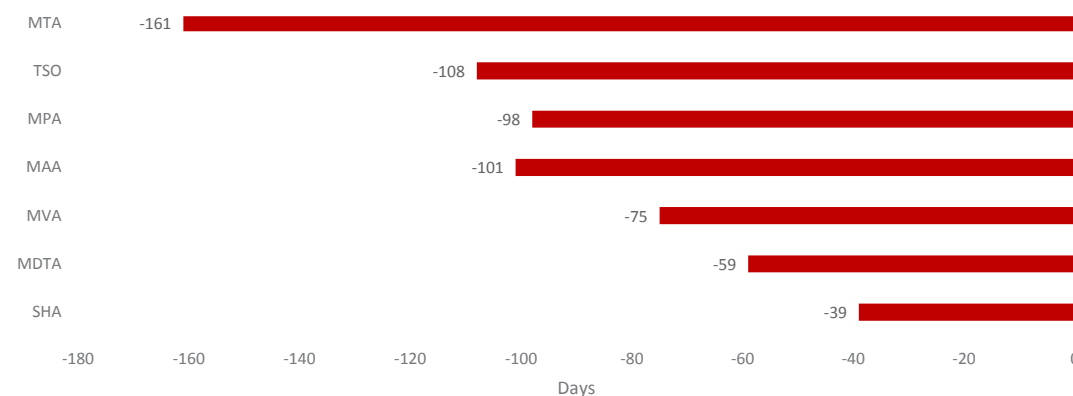


Chart 1.2A.2: Change in Average Days for Correspondence in MDOT IQ System Q1 2016 vs. Q4 2016 by TBU



TANGIBLE RESULT DRIVER:

Leslie Dews

Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Richard Powers

Maryland Port Administration (MPA)

PURPOSE OF MEASURE:

To track the rate of first contact resolution to MDOT customer correspondence and ensure responsiveness to customer needs.

FREQUENCY:

Quarterly (Data is Monthly)

DATA COLLECTION METHODOLOGY:

Database Metrics Provided by TBUs.

NATIONAL BENCHMARK:

N/A

PERFORMANCE MEASURE 1.2B

Responsiveness to MDOT Customer Correspondence: Percent of First Contact Resolution

Improving MDOT's ability to address customer requests, issues and concerns in one interaction ensures fast and accurate service to customers and improves their overall perception of the effectiveness of the organization and satisfaction with goods and services received. Performance in first contact resolution also identifies the level of efficiency in operations and opportunities for improvement.

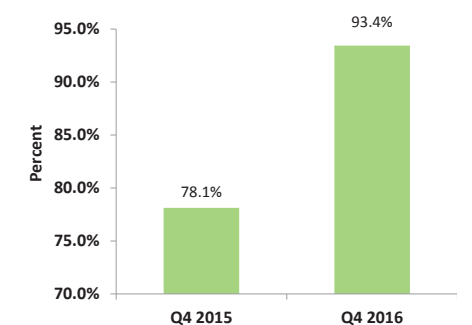
For the period October 1-December 31, 2016, MVA and MTA submitted data regarding first contact resolution for customer correspondence received. Chart 1.2B.1 shows MVA achieved 100% first contact resolution, maintaining a positive trend. Likewise, Chart 1.2B.2 shows that MTA realized 93% first contact resolution compared to 78% in Q3 of 2015.

MDOT continues to work on the development of a comprehensive approach for managing customer contact across TBUs. As reported previously, a review of existing systems and processes for customer contact management is underway. Ultimately, the solution will ensure that the organization provides exceptional service to customers in a manner that is responsive, timely, consistent and reflective of the varying means of customer engagement.

Chart 1.2B.1: MVA Percent of First Contact Resolution Q4 2015 vs Q4 2016



Chart 1.2B.2: MTA 1st Contact Resolution within 1 day Q4 2015 vs Q4 2016



TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To identify the percentage of customers not connecting or speaking with call centers which results in not receiving goods or services from MDOT.

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Database metrics provided by TBUs. Calculated formula abandoned calls divided by total inbound calls – in percent.

NATIONAL BENCHMARK:

Eight percent average sampled industry leader (no national industry standard available).

PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Reducing the rate of abandoned calls to MDOT call centers will ensure that more customers reach MDOT to address their needs. The longer the time customers must wait before being connected to a call center agent, the higher the abandon rate. The inability of customers to connect with MDOT representatives negatively impacts their level of satisfaction with the goods and services received from the organization.

As shown in Chart 1.3.A.1, the abandonment rate for the period October 1-December 31, 2016 was 9%. For CY 2016, the average abandonment rate was 12%, which remains higher than the benchmark of 8%. MDOT continues to improve performance in this area with Q4 CY2016 average abandonment rate of 8%, compared to 10% in Q4 of CY2015 and CY2014.

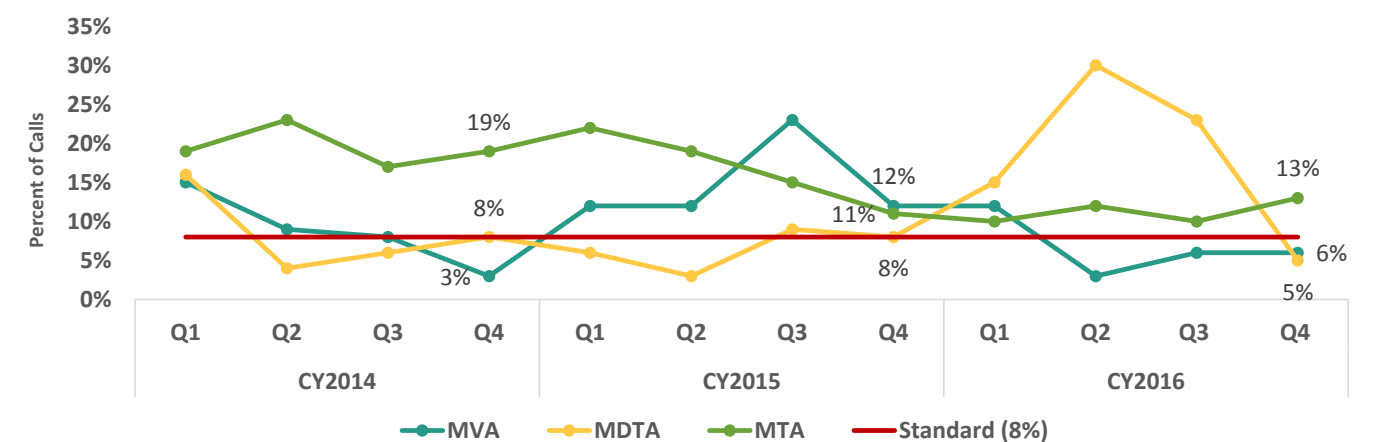
Targeted process improvements and other changes are influencing the positive results at individual TBU call center operations. Changes undertaken to enhance the performance of MDOT call center operations include:

- Conducting biweekly meetings with call center representatives across MDOT TBUs to share operational and customer service best practices and call center needs
- Augmenting staffing resources to address customer demand
- Implementing call triage process to reduce call wait times
- Revamping Interactive Voice Response (IVR) so that customers can reach agents or conduct phone transactions more rapidly
- Expanding hours

PERFORMANCE MEASURE 1.3A

Customer Satisfaction with Receiving Goods and Services: Percent of Abandoned Calls at Call Centers

Chart 1.3A.1: Percent of Abandoned Calls at Call Centers 2014-2016



TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To collect and evaluate the time it takes the average customer to wait before speaking with the call center.

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Database metrics provided by TBUs. Average amount of time caller waits.

NATIONAL BENCHMARK:

60 seconds average sampled industry leaders (no national industry standards available).

PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Providing consistent and responsive service is a top priority for the organization. Reducing the time it takes for customers to reach MDOT call center representatives ensures customer needs are addressed more rapidly and increases their satisfaction with the support and overall customer service provided by MDOT. This measurement can also identify opportunities (additional training, changes in technology, etc.) for managers to improve operational efficiency and performance.

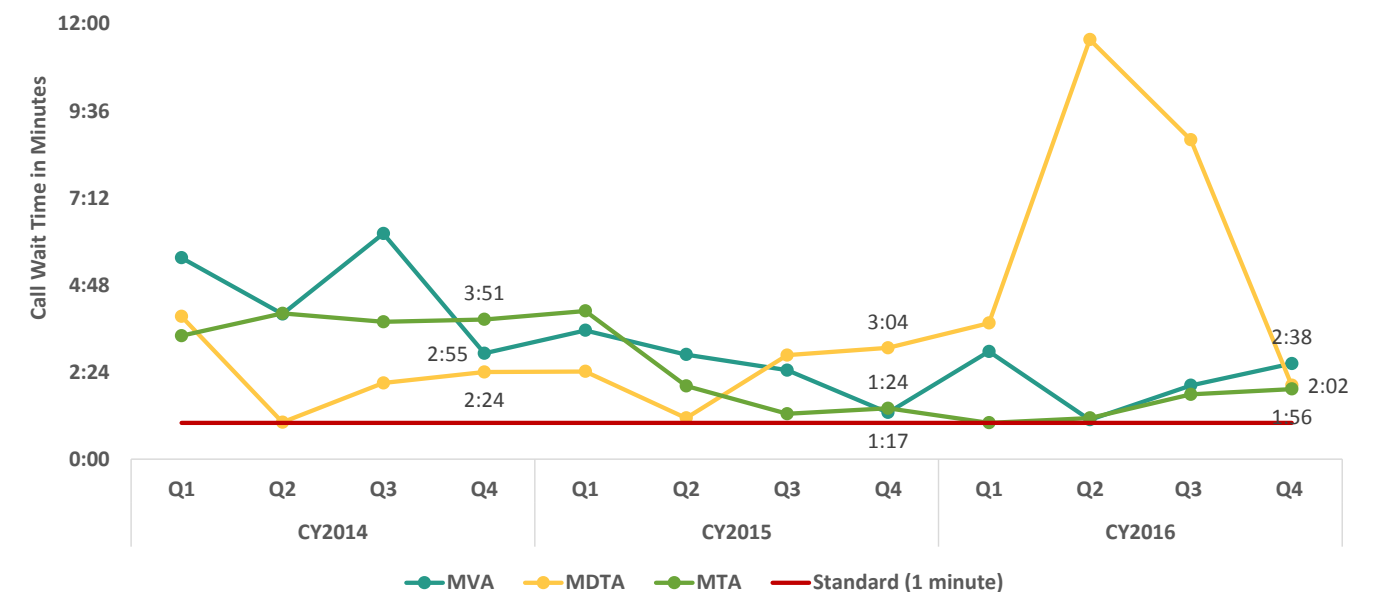
For the period October 1-December 31 2016, Chart 1.3B.1 shows that the average call wait time was 2:12, compared to 4:12 in the previous quarter. The overall CY 2016 call wait time was 3:23, significantly higher than the benchmark of 60 seconds. MDOT call centers continues to make improvements.

As previously mentioned, targeted process improvements such as collaboration across TBU call centers, staff augmentation, adoption of best practices and other operational and technology changes are influencing the positive direction for MDOT call center operations.

PERFORMANCE MEASURE 1.3B

Customer Satisfaction with Receiving Goods and Services: Average Call Wait Times at Call Centers

Chart 1.3B.1: Call Wait Times at Call Centers 2014-2016



TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Darol Smith
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:

To assess customer satisfaction with call centers resolving call inquiries.

FREQUENCY:

Quarterly

DATA COLLECTION METHODOLOGY:

Phone survey of call center customers.

NATIONAL BENCHMARK:

82 percent average sampled industry leaders (no national industry standard available).

PERFORMANCE MEASURE 1.3C

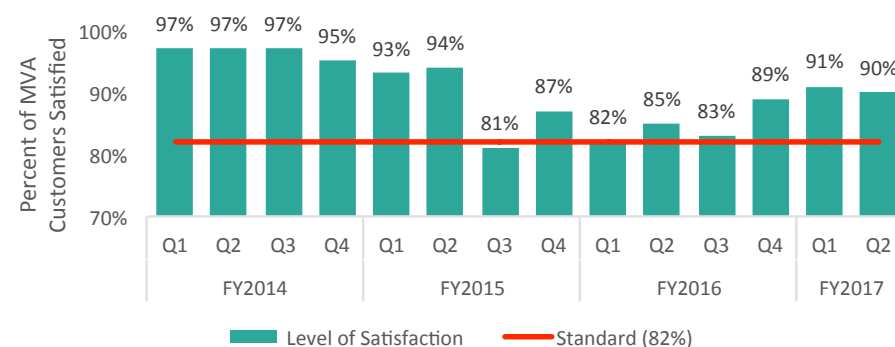
Customer Satisfaction with Receiving Goods and Services: Level of Satisfaction with Resolving Call Inquiries at Call Centers

The level of satisfaction with resolving call inquiries is an indicator of whether MDOT is meeting customers' expectations. MVA is currently the only call center that has a data collection mechanism in place for this performance measure.

As shown in Chart 1.3C.1 for the period October 1 – December 31, 2016, MVA achieved 90% average level of satisfaction with resolving call inquiries which is more than the benchmark of 82%. The combined performance for FY 2017 Q1 and Q2 is 90%. This data continues to illustrate a trend back to prior TBU achievement levels that are better than the benchmark in place today.

A focus on process improvement and other changes are influencing the positive results at MDOT call centers. MDOT continues to work on a mechanism to capture customer satisfaction for all TBU call centers. Changes to the MVA call center to enhance customer service and performance include consolidating call center operations, expanding hours and implementing a call triage process to reduce call wait times.

Chart 1.3C.1: Level of Satisfaction with Resolving MVA Call Inquiries FY2014-FY2017



TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Sabrina Bass
The Secretary's Office (TSO)

PURPOSE OF MEASURE:

To better determine how satisfied MDOT customers are when interacting with MDOT representatives.

FREQUENCY:

Annually (in April)

DATA COLLECTION METHODOLOGY:

Data is collected through a survey design utilizing an on-site, in-person intercept method, complemented by online surveys.

NATIONAL BENCHMARK:

Highest American Customer Satisfaction Index (ACSI) rate -87 percent.

PERFORMANCE MEASURE 1.4

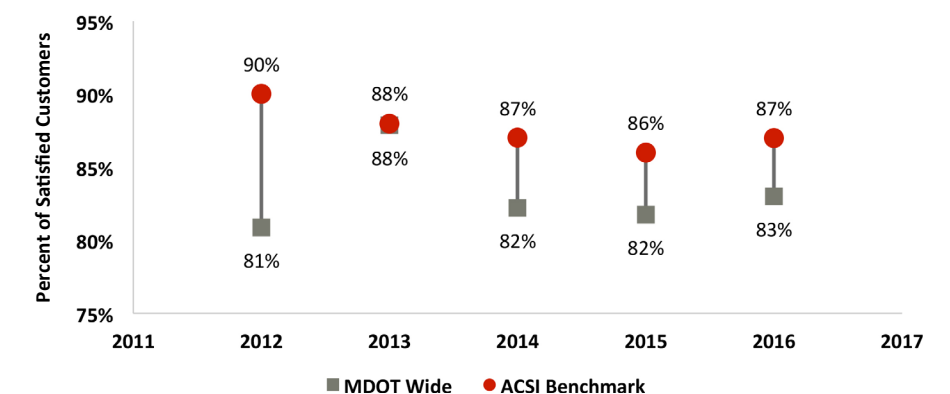
Customer Satisfaction with Interactions with MDOT Representatives

Ensuring that every customer contacting MDOT has access to knowledgeable, professional and courteous MDOT representatives improves overall customer experience and builds trust in the organization and its products and services.

For calendar year 2016, MVA and SHA submitted data on overall satisfaction with interactions with MDOT representatives derived from front-line surveys. Chart 1.4.1 shows that 83% of customers agreed that MDOT representatives were professional and respectful during their interactions compared to the ACSI benchmark of 87%.

MDOT continues to implement strategies to improve customer service. Each TBU has a customer service plan that includes mandatory customer service training for all employees, which aligns with the Governor's statewide customer service initiative. Additionally, a measurement of customer satisfaction with MDOT representatives is incorporated in the standardized annual survey MDOT is developing and will allow for the capture of data for this measure across all TBUs. The results will be used to enhance training and improve customer service provided by MDOT representatives.

Chart 1.4.1: Customer Satisfaction with Interaction with MDOT Representatives 2012-2016



TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Lindsey Franey
State Highway Administration (SHA)

PURPOSE OF MEASURE:

To show how satisfied MDOT customers are when interacting with the website and usefulness of the information.

FREQUENCY:

Annually (in April)

DATA COLLECTION METHODOLOGY:

On-line Survey.

NATIONAL BENCHMARK:

ACSI e business report average of highest annual scores for social media, portal/ search engine and news/ opinion websites.

PERFORMANCE MEASURE 1.5A

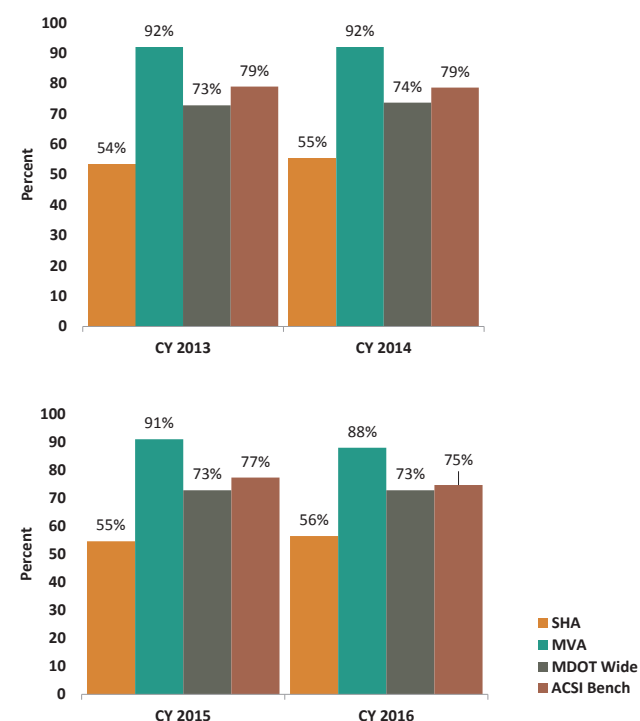
Percent of Customers Who Felt MDOT Websites Met Their Needs

Customers expect 21st century interactions with MDOT. Improving the quality of MDOT websites ensures customers have access to information, request services and process transactions at their convenience. This further enhances the level of customer service provided by the agency.

For 2016, Chart 1.5A.1 shows that 56.5 % of SHA customers found SHA's website to be helpful while 88% of eMVA customers would recommend MVA's website. The ACSI benchmark for 2016 was 74.67% favorability.

To ensure continuous improvement with customer satisfaction with MDOT websites, an online survey, which better mirrors the ACSI benchmarks, has been developed and is now live on all TBU homepages. Information derived from the surveys will allow the identification of opportunities for improvement for all MDOT websites to better meet the needs of customers.

Chart 1.5A.1: Percent of Customers Who Felt MDOT Websites Met Their Needs 2013-2016



TANGIBLE RESULT DRIVER:

Leslie Dews
Motor Vehicle Administration (MVA)

PERFORMANCE MEASURE DRIVER:

Lindsey Franey
State Highway Administration (SHA)

PURPOSE OF MEASURE:

To show how satisfied MDOT customers are when interacting with the website and usefulness of the information.

FREQUENCY:

Annually (in April)

DATA COLLECTION METHODOLOGY:

On-line Survey

NATIONAL BENCHMARK:

ACSI e business report average of highest annual scores for social media, portal/search engine and news/opinion websites with specifics on ease of use, ease of navigation and site performance.

PERFORMANCE MEASURE 1.5B

Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites

MDOT's considerable online presence enables customers to report and obtain information on goods and services as well as process transactions. The quality of MDOT's websites is a key component in providing exceptional customer service. To improve customer satisfaction, websites must be structured, and information presented, in a way to ensure the ease of navigation for customers to find what they want quickly.

Existing survey results for 2016 indicated that 56.5% of SHA customers found SHA's website to be helpful while 88% of eMVA customers would recommend MVA's website. The ACSI benchmark for 2016 was 77% favorability.

In 2016 not all TBUs were capturing data to determine if customers felt that their attempts to find desired information on MDOT websites was effortless. All TBUs now have links to take a survey that better tracks the ACSI benchmarks. All TBUs went live in mid-February 2017. Data derived from the surveys will be used to identify improvements in MDOT websites to enhance ability of customers to find information on the website.

Chart 1.5B.1: Percent of Customers Who Felt that it was Easy to Find Desired Information on MDOT Websites 2013-2016

